Executive Summary

The past year saw steady progress towards the achievement of planned results despite intensifying political crises which continued to prevent Bosnia and Herzegovina (BiH) from becoming a credible candidate for European Union accession and affected the pace of reforms and the situation of children and their families.

Significant progress was achieved in social protection and inclusion (SPI) reform. A robust gap analysis, combined with a comprehensive consultative inter-sectoral and ‘bottom-up’ approach, led to the development of SPI Roadmaps/Directions for both Republika Srpska and the Federation of Bosnia and Herzegovia, in line with the Europe 2020 strategy. These were presented at a high-level Ministerial Conference and will feed into a country-wide coordination framework. In parallel, municipal SPI commissions developed action plans and increased budgets in 72 per cent of the supported municipalities, generating innovative services, mostly for children with disabilities in in 23 per cent of BiH municipalities.

Progress in early childhood education is evident with continued increases in enrolment. For example, access to pre-school education programmes increased from 63 per cent to 77 per cent in Republika Srpska (RS) and from 11 per cent to 100 per cent in canton Zenica-Doboj, and is being further expanded throughout the country through a new partnership with Dubai Cares, a non-government organization. Complementary support was provided at the municipal level to increase demand and access of particularly vulnerable children.

The provision of early childhood development services, including home visits to reach marginalized families, started to be mainstreamed through health centres in canton Tuzla and is being scaled up to other cantons. In total, 10 per cent of BiH municipalities offered equity-focused ECD services in 2013. The development of guidelines for infant and young child feeding and a new initiative on nutrition for kindergartens set the stage for improved nutrition as part of “A Promise Renewed”.

Through violence prevention programmes, implementation of alternatives to detention, support to daily centres for children at-risk, and the scale up of child-friendly police rooms, the Justice for Children (J4C) programme generated tangible results. For example, offenses committed by juveniles in large cities like Zenica and Tuzla decreased by 16 per cent and 30 per cent respectively over the last three years. Further results are expected during the second phase of this programme supported by Swiss Agency for Development Cooperation (SDC) and Swedish International Development Agency (SIDA).

Part of the de-institutionalisation process, efforts on providing an enabling environment combined with local support translated into encouraging results. For instance, half of the children of the largest BiH institution moved to family-based care.

In a particularly fragmented context, UNICEF’s convening power was instrumental in establishing strategic partnerships and encouraging cooperation between a wide range of sectors. UNICEF also facilitated coordination among the different levels of governance (state/entities/cantons/municipalities), in particular around social protection and inclusion, education, early childhood development, justice for children and Disaster Risk Reduction.

2013 also saw the strengthening of the partnership with the European Union around the social protection and inclusion reform (jointly with the World Bank), and the “It’s About Ability” campaign (together with USAID). Partnerships with civil society were strengthened, particularly to support networks working on: eliminating violence against children, child rights monitoring, youth entrepreneurship, child care reform and the rights of children with disabilities.

Country Situation as Affecting Children & Women

BiH remains a fragile middle-income country and has still not succeeded in becoming a credible candidate to EU accession. The main obstacles remain 1) a lack of functioning coordination mechanisms between the different levels of governance preventing the country to speak with one voice and to undertake
reforms to comply with EU requirements and 2) lack of a solution to the Sejdic-Finci case to cease discrimination against citizens on the grounds of ethnicity. This deadlock will most likely result in EU financial assistance being reduced by 54 per cent (US $68 million). Repeated political and economic crises affected the pace of reforms and the situation of children and their families.

**Social exclusion, poverty and unemployment** remain significant challenges. Among the most vulnerable are children and persons with disabilities, displaced persons, Roma, families with two or more children, the elderly, and unemployed and low-skilled youth. Every 6th household (17.2 per cent) lives in relative poverty (bellow 416KM/US $288 per month) and more than half of all households (58 per cent) are “at-risk-of-poverty and social exclusion” (as per AROPE indicator which includes dimensions of poverty, material deprivation and work intensity). Unemployment stands at 28 per cent overall and at 63.1 per cent among young people.

The fundamental problem of social protection is its poor efficiency in poverty reduction. While social assistance benefits amount to 4.6 per cent of the GDP, similar to neighbouring countries, three quarters are paid to war veterans and only about 1.2 per cent of the GDP reaches the poor and socially excluded. If these benefits did not exist, relative poverty would increase by only 1.7 percentage points. Main bottlenecks include unequal targeting of social assistance which does not reach the poor; un-harmonised legislation and fragmented systems preventing minimum benefits for all vulnerable families; increasing but insufficient cross-levels and sector coordination mechanisms; lack of social protection and inclusion strategies; and scarce capacities of social workers and limited outreach activities.

Public spending on education amounts to 4.9 per cent of the GDP, in line with comparable countries, however 80 per cent is spent on salaries. Enrolment in early childhood education (ECE) remains the lowest in Europe at 13.1 per cent (1.5 per cent for Roma – MICS4) but started an ascending curve increasing from 6.1 per cent in 2006. With UNICEF support, ECE became a priority. RS and canton Zenica-Doboj, for example, started to provide a minimum ECE package to 77 per cent and 100 per cent of children, respectively. Most remaining bottlenecks include lack of budget allocations for ECE, fees preventing enrolment of vulnerable children, insufficient capacities and limited awareness, especially among Roma families.

Primary enrolment is 97.6 per cent for the mainstream population but only 69.3 per cent for Roma. Secondary school net attendance stands at 91.8 per cent for the mainstream population and at 22.6 per cent for Roma, showing extreme inequalities between Roma and the mainstream population. Segregated education is a serious bottleneck as children tend to be separated along ethnic lines and are educated according to different curriculums affecting the overall quality of education and cohesion of the country. Discrimination and stigma against the ethnic group who is a minority in a specific area, children with disabilities and Roma, as well as limited teacher capabilities regarding intercultural and inclusive education are other bottlenecks preventing systematic inclusive education.

Public spending on health amounts to 10.2 per cent of the GDP. Only 18.5 per cent of children under six months of age are exclusively breastfed and malnutrition remains a concern. Moderate and severe stunting stands at 8.9 per cent for the mainstream population and 21.1 per cent for Roma; 1.9 per cent of the mainstream population and 8.8 per cent of Roma are underweight while 17.4 per cent of the mainstream population is overweight. Under-5 and infant mortality rates have been decreasing continually (7 and 5 per 1,000 live births in 2012, respectively), while they are still high for Roma at 27 and 24 per 1,000 live births, respectively. Immunization coverage for DTP stands at 85.5 per cent for the mainstream population and a stunningly low 12.5 per cent for Roma. Integrated early childhood development (IECD) is on the agenda and policies are in place but early detection and intervention (ECI) for children with developmental delays remains very limited. Bottlenecks include the lack of resources allocated to IECD/ECI, insufficient awareness on existing services among the hard-to-reach population and the limited number of qualified staff to provide these services.

**Justice for Children** was put higher on the agenda by being mainstreamed in the Justice Sector Reform led by the EU. In the context of increasing numbers of juvenile offenders, victims and witnesses of crimes, recent studies show a reduction in the number of offenses involving juveniles in the municipalities where
UNICEF and partners have been working (-30 per cent in Tuzla; -16 per cent in Zenica). Bottlenecks for further progress include continuing negative attitudes towards juvenile offenders, persistent reluctance to accept diversion and alternative measures in lieu of detention, and lack of legislative harmonization. Additionally, the country’s system and capacity to prevent, address and respond to cases of violence is still weak. Having said that, the recent development of protocols for professionals could contribute to strengthen the child protection system.

Data from TransMoneE indicate a high rate of children in residential care (276 per 100,000 in 2011). Major bottlenecks include insufficient family support services, weak foster care systems and a low level of awareness among decision makers and social workers on alternatives to institutional care. Only 3 per cent of the population is interested in becoming a foster caregiver [10] and, even more alarmingly, almost none of the respondents asked, wanted to become a foster caregiver of a child with disabilities even though they represent 67 per cent of children in institutions. There is a general stigma towards children with disabilities supported by the fact that service providers tend to encourage parents to place children with disabilities into institutions.

Country Programme Analytical Overview

The Country Programme (CP) is on track to achieve the 2013-2014 Work Plan results. Despite a complex political situation, 85 per cent of 2013 AMP planned results were completed.

In relation to the enabling environment, evidence-based laws and strategies were adopted with special attention given to marginalized children. Through strategic partnerships with Governments, the European Union and the World Bank, the Country Office (CO) supported the Social Protection and Inclusion (SPI) sector reform. A robust gap analysis combined with high level technical assistance and advocacy led to the development of Entity SPI "Roadmaps/Strategic Directions", in line with the Europe 2020 Strategy. The Federation of Bosnia and Herzegovina (FBiH) adopted a strategy to improve early childhood development (ECD), a by-law on early childhood interventions (ECI), and a law on juvenile justice.

Relevant ministries disseminated and used MICS4 data, including on Roma. The Government produced a report based on officially adopted “Guidelines for Socially Excluded Children”. The CO supported child rights monitoring by NGOs and improved the availability of data through European System of Integrated Social Protection Statistics (ESSPROS) and TransMonee.

Despite budget constraints, the CO leveraged public resources. Budgets for SPI increased in 23 municipalities (out of 32 supported) and budgets for early childhood education (ECE) increased in the cantons of Republica Srpska (RS) and Doboj-Zenica, and resulted in increased enrolment. In a fragmented context, UNICEF established and strengthened multi-sectoral coordination mechanisms on all levels around SPI, ECE, IECD/ECI, justice for children (J4C) and Disaster Risk Reduction (DRR).

To address social norms, UNICEF used Communication for Development (C4D) to develop powerful campaigns: ‘It’s About Ability’ started to reduce prejudices towards children with disabilities; ‘Justice for Every Child’ continued to influence perceptions and attitudes towards children in conflict with the law; and ‘Prepared, Saved’ raised awareness about disaster risks, prevention and child safety and contributed to strengthening the resilience of communities.

To improve supply and demand, the Government made good progress in strengthening systems and demonstrating innovative models for equitable access to quality services in IECD/ECI, ECE and J4C. IECD
services were scaled-up to 8 out of 13 health centres in canton Tuzla and overall in 10 per cent of BiH municipalities; access to minimum ECE programmes increased from 6 to 13 per cent overall and from 10 to 100 per cent and 63 to 77 per cent in Doboj-Zenica and RS, respectively; child friendly rooms were expanded to 18 police stations/academies. Efforts were made to reach the most marginalised families, especially children with disabilities, Roma and rural children. To ensure cost effectiveness, UNICEF will continue to support the expansion of ECE services within existing schools and of IECD/ECI services within available health services, with a stronger focus on outreach.

The CO also contributed to increasing demand for free services, but sustained efforts are required to change attitudes and practices among Roma communities and in relation to family-based care for children with disabilities. To improve the quality of services, the Government developed education learning outcomes, institutionalized training in education, health and child protection sectors, and strengthened professional capacity. In a context where education is very politicised, UNICEF will continue to support the education reform. The CP will also continue to strengthen the entrepreneurship skills of pupils and promote innovation for equity.

Humanitarian Assistance
As part of a sub-regional project on Disaster Risk Reduction, UNICEF strengthened the resilience of children, families, communities and systems in BiH. The project was implemented jointly with the BiH Ministry of Security (MoS), Civil Protection, Entities, the Tuzla Municipality (FBiH) and the City of Bijeljina (RS).

At the state level, UNICEF supported the MoS in marking International DRR Day, disseminating family guidelines on DRR, facilitating training workshops and conducting a media campaign called ‘Prepared, Saved’. At the local level, two municipalities officially established cross-sector working groups that enhanced coordination between the Civil Protection, Education, Health and Social Welfare sectors. They also updated their existing risk assessments with a new focus on social vulnerability. The findings informed GIS maps that highlighted pockets of vulnerable groups, including children with disabilities and Roma children. The municipalities developed action plans and supported priority interventions, such as drills, evacuation exercises and awareness raising workshops in 11 schools. The CO also provided technical assistance for the production of a Children’s handbook and a risk land game.

Learning from the Montenegro experience, the Government started to discuss the integration of DRR into the school curriculum. Building on the positive results achieved, BiH is keen to expand the models to a larger number of at-risk municipalities.

Effective Advocacy

 Mostly met benchmarks

Advocacy at all levels of governance and with a wide range of partners was one of the main strategies in 2013. Evidence-based advocacy using disaggregated data (e.g. from MICS) and solid analyses (e.g. gap analysis of social protection and inclusion) contributed to the removal of substantial bottlenecks impeding an enabling environment. Important laws, bylaws, action plans and strategies were adopted and public funds were allocated especially for early childhood education, early childhood development, social protection, justice for children and child care reform. Advocacy also focused on changing perceptions and practices and improving the inclusion of children with disabilities using public events, campaigns and evidence (e.g. 67 per cent rate of children with disabilities in institutions).

During the year, the Office reacted to child right violations, issued public positions and statements and advocated for solutions in the best interest of the child. This included advocating with ministries, parliamentarians, the Office of the Ombudsmen, the constitutional court and other partners to solve an issue which, during several months, prevented children from being assigned an identification number immediately after birth (http://www.unicef.org/bih/media_24311.html).
The CO also advocated with the RS Minister of Education, the Minister of Civil Affairs, parents, school directors, international organizations (OHR, EU, OSCE, CoE etc.) and other stakeholders to solve the on-going issue of parents removing their children from schools because they do not teach “national groups of subjects” (http://www.unicef.org/bih/media_24974.html).

In the sensitive context of anti-immunization lobbying movements and a high risk for polio outbreak, the CO continued to advocate for immunization together with government partners and in close coordination with the Regional Office.

The CO continued regular advocacy with international organizations to raise awareness and leverage resources for child rights. The CO also continued to provide evidence-based quality inputs to the European Union to influence the Progress Report, the European Parliament Resolution on BiH, IPA funding and to contribute to the Roma Inclusion Seminar and other consultations.

The CO organized interactive media workshops with influential journalists, editors, civil society and policy makers on child related topics such as MICS findings, social protection gap analysis and violence against children. After the workshops, the journalists sustained and stimulated public discussions about critical child rights issues, using social media and direct communication, contributing to advocacy and awareness raising. The CO also supported the production of diversified advocacy materials that were shared with traditional and social media. Videos were produced for You Tube (http://www.youtube.com/user/UnicefBH), Facebook was used on a daily basis to promote child rights and respond to questions/comments or to cover specific events (https://www.facebook.com/UNICEFBiH; https://www.facebook.com/SpisConf2013 on the SPI conference and https://www.facebook.com/zasvakodijete targeting children and youth). Twitter (https://twitter.com/UNICEFBiH) had a smaller but increasing number of followers.

### Capacity Development

*Mostly met benchmarks*

### Communication for Development

*Mostly met benchmarks*

The CO maintained strategic partnerships around communication for behaviour and social change to influence social norms and promote child rights and social inclusion.

Based on good practices from Montenegro, UNICEF developed the “It’s About Ability” campaign, aimed at changing perceptions towards children with disabilities. Based on a knowledge attitudes and practice (KAP) survey, and in consultation with civil society, key messages and material were developed and social mobilisation events organized. An alliance was formed around the campaign which included children with disabilities, parents, celebrities, Special Olympics, the BiH Football Federation, UN agencies, international organizations, NGOs, media, politicians and the private sector.

Relying on the euphoria created around the national soccer team, the campaign started in March 2013, with the participation of UNICEF National Ambassador Edin Dzeko, the Special Olympics and the Football Federation. Children with disabilities were given a unique opportunity to participate and be seen as equal members of society. Several social mobilisation events were held, including with UNICEF Ambassador Danny Glover and children with and without disabilities. More than 100 children participated in an event to mark the International Day of Persons with Disabilities on 3rd December. The famous Bosnian singer Laka participated as the first ‘celebrity supporter’.

During the summer, billboards and city lights were displayed throughout the country, targeting the general
public with key messages to address the results of the survey which showed low tolerance and lack of knowledge towards children with disabilities.

A TV series, focusing on the rights and abilities, featuring UNICEF partners, experts, professionals, service providers, parents and children, was produced in partnership with the Public Broadcasting System and broadcast across the country. The campaign has, so far, reached over 100,000 people through traditional and social media, and gathered over 1,000 children with and without disabilities, who directly participated in initiatives that raised public awareness.

The CO used the “Prepared, Saved” campaign to raise awareness on Disaster Risk Reduction (DRR) and child safety. The messages and material were evidence-based and carefully developed and tested with participants in schools and communities. Over 20,000 children and their families increased their knowledge of risk prevention and adequate behaviours in case of natural disasters, through workshops, school-based activities, child-friendly risk land games, booklets and guidelines. Around 4,000 social media users were exposed to a viral video, interactive Facebook page, and digital campaign materials. The campaign contributed to strengthen the resilience of communities, especially in the municipalities of Tuzla and Bijeljina.

UNICEF and NGO partners also continued to develop children’s skills in producing “One Minute Junior” movies related to child rights. Out of 105 movies, 22 were chosen and shown at a Festival in June. Three movies from BiH were then presented at the finals of the One Minute Junior festival in Amsterdam, among more than 300 contestants, and one of them won the Tommy Award.
UNICEF continued to support the ‘Justice For Every Child’ campaign, which influenced the perceptions and attitudes towards children in conflict with the law.

### Service Delivery

*Mostly met benchmarks*

### Strategic Partnerships

*Mostly met benchmarks*

### Knowledge Management

*Mostly met benchmarks*

### Human Rights Based Approach to Cooperation
Gender Equality

Partially met benchmarks

Environmental Sustainability

Partially met benchmarks

South-South and Triangular Cooperation

UNICEF BiH, in its role of chair of the RKLA Reference Group on “Young Child Well-being”, played a key role in facilitating knowledge exchange between almost ten countries of the region. In this context, the CO shared its positive experience and lessons learned in developing and scaling up home visits as a strategy to tackle the equity gap in the delivery of early childhood development and early childhood interventions (ECI) services to children living in rural areas, and children belonging to the Roma community.

In 2013, the CO was part of a sub-regional project on Disaster Risk Reduction and child safety supported with funds from USAID / OFDA. This allowed the CO to develop and pilot a new methodology to conduct Risk and Vulnerability Assessments, and to implement the ‘Prepare, Saved” campaign. Experiences from BiH were shared with other countries from the region during several regional workshops in Montenegro and Kazakhstan. The RKLA Reference Group on DRR coordinated the compilation of best practices and material to be used in the development of a regional road map on DRR and resilience.

Based on the Montenegro and Croatia experiences, UNICEF BiH also implemented the “It’s About Ability” campaign, using successful Communication for Development (C4D) strategies. In 2014, the CO will use funds set aside for South-South and Triangular Cooperation to coordinate and implement activities related to the campaign with several countries in the sub-region.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Bosnia and Herzegovina – 0530**

**PC 1 - Social Policies and Child Rights Monitoring**

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**PCR 0530/A0/06/001** By end of 2014, responsible government institutions prioritise investments for children's rights, social protection and inclusion programmes, with the participation of civil society, children and young people.

**Progress:** In a context where political deadlocks prevented the country from improving mechanisms for systematic monitoring of child rights, significant results were achieved especially in data collection, social protection and inclusion and strategic alliances.

As part of the efforts to remove management/coordination mechanism bottlenecks, ‘Guidelines for Socially Excluded Children’ were adopted and a first report was produced with data from different levels of governance. A Council of Children was established for child rights monitoring and a first meeting was held. An ESSPROS study visit to a Statistics Office in Zagreb also served as an example for successful cross-sectoral and cross-level cooperation and contributed to strengthening the use of this tool for collecting and monitoring data related to children.

Significant child-related data was generated especially through MICS4 (including on Roma) and was widely used as evidence for policy making. TransMonee continued to be used under the leadership of the Agency for Statistics to monitor key data especially that related to children in institutions. Additionally, the CO contributed to the UN Common Country Assessment and developed a comprehensive rights-based analysis of the situation of children and women which identified key equity gaps and bottlenecks. The results will feed into the new Country Programme for 2015-2019.

Notable progress was made in social protection and inclusion (SPI) especially targeting legislation/policy and coordination bottlenecks as part of creating an enabling environment. UNICEF provided technical assistance to move forward with a strategic reform, in line with the Europe 2020 Strategy. Relevant government institutions developed SPI Roadmaps / Strategic Directions. Strategic partnerships were established with BiH authorities at all levels, the EU and the WB. This culminated in a joint high-level SPI Conference hosted by seven ministers. In parallel, addressing demand and supply bottlenecks, SPI systems were established / strengthened at the local level resulting in enhanced demand and services for the most vulnerable families.

UNICEF, USAID and the EU launched the Campaign ‘It’s About Ability’ to change perceptions and attitudes towards children with disabilities and address demand and supply bottlenecks especially by mobilizing civil society, with active participation of children, with and without disabilities. UNICEF also supported a campaign on Disaster Risk Reduction and child safety. Participation of children was enhanced in particular through the use of the “One Minute Junior” methodology which resulted in the production of 105 movies, one of which won the Tommy Award at the “One Minute Junior Festival” in Amsterdam.

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**IR 0530/A0/06/001/004** By end of 2014, ministries, institutions and civil society organizations systematically monitor child rights to influence the implementation of national strategies, plans and programmes addressing poverty and the exclusion of children and families.

**Progress:** Limited data and resources within statistical agencies, and insufficient cooperation between institutions jeopardize efficient and systematic monitoring of child rights. Despite this, significant results were achieved in this domain to influence the implementation of strategies and programmes addressing the social exclusion of children and families.

MICS4 data, including on Roma, was widely disseminated throughout the year including to state and entity level ministers. MICS4 data was continually used by government and non-government partners as evidence for policymaking. Additional MICS-based studies were conducted taking into consideration the rural/urban, wealth, education and regional indices to identify equity gaps.

Efforts to institutionalize the European System of Integrated Social Protection Statistics (ESSPROS) continued. A regional study tour to Zagreb, Croatia, took place in July, fostering knowledge exchange and honing technical skills. Monitoring of the Situation of Children and Women in Central and Eastern Europe through the TransMonee database continued under the leadership of the BiH Agency for Statistics, in cooperation with entity statistics offices.

A first report was prepared using the “Guidelines for the Identification of Socially Excluded Children” adopted by the BiH Ministry of Human Rights and Refugees (MoHRR) and data from different levels of Government. This stimulated cross-sector social policy dialogue and provided evidence for planning and allocation of resources for children.

In December, the MoHRR established a “Council for Children”, a state body composed of members from different institutions, to monitor child rights. UNICEF BiH conducted a comprehensive Situation Analysis, which will also be used as a foundation for the next CPD 2015-2019. Two evaluations received the highest ratings and served as best practice examples regionally and globally.
**PC 2 - Integrated and Inclusive Systems for Children**

**Progress:** Strategic partnerships between BiH authorities, UNICEF, the EU and the World Bank yielded positive results in the area of social protection and inclusion (SPI). As part of the efforts to remove barriers to the enabling environment, the governments and UNICEF initiated innovative work to create a SPI policy framework which builds on previous achievements and is based on a multi-sectoral and multi-level approach.

UNICEF provided high-level technical assistance to conduct a SPI gap analysis in line with the Europe 2020 Strategy, and produce evidence-based policy recommendations. SPI Roadmaps / Strategic Directions were developed for both the entities and Brcko District (BD) using a comprehensive consultative ‘bottom-up’ approach, starting from entities/cantons/ BD and feeding into a country wide SPI Coordination Framework. Using strong convening power, UNICEF managed to involve all relevant sectors (social welfare, education, health and employment) at all levels of governance and provided expertise to revise federal laws related to SPI.

These efforts culminated in a high-level SPI Conference which brought together around 150 participants from government sectors, international and civil society organisations as well as seven state and entity ministers, the Head of the EU Delegation, UNICEF, and the World Bank (WB). The conclusions included a joint commitment to continue with the SPI sector reform in the context of deadlock in most other sectors.

In parallel, SPI systems were established / strengthened at the local level. SPI Municipal Action Plans were adopted and SPI Municipal Commissions became functional in 27 municipalities. 23 municipalities increased SPI budget allocations from 3 per cent to 18 per cent. In RS, a financial analysis of social protection allocations and guidelines for social work was prepared. Local impact assessments were also conducted to provide evidence of the results achieved through UNICEF supported SPI interventions.

UNICEF BiH shared lessons learned and best practices related to SPI contributing to knowledge sharing, regionally and globally.

**IR 0530/A0/06/001/005 1.2 By end of 2014, responsible government institutions have amended social and child protection laws, expanded integrated social protection and inclusion programmes and increased allocations of resources at the municipal level.**

**Progress:** Strategic partnerships between BiH authorities, UNICEF, the EU and the World Bank yielded positive results in the area of social protection and inclusion (SPI). As part of the efforts to remove barriers to the enabling environment, the governments and UNICEF initiated innovative work to create a SPI policy framework which builds on previous achievements and is based on a multi-sectoral and multi-level approach.

UNICEF provided high-level technical assistance to conduct a SPI gap analysis in line with the Europe 2020 Strategy, and produce evidence-based policy recommendations. SPI Roadmaps / Strategic Directions were developed for both the entities and Brcko District (BD) using a comprehensive consultative ‘bottom-up’ approach, starting from entities/cantons/ BD and feeding into a country wide SPI Coordination Framework. Using strong convening power, UNICEF managed to involve all relevant sectors (social welfare, education, health and employment) at all levels of governance and provided expertise to revise federal laws related to SPI.

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UNICEF BiH shared lessons learned and best practices related to SPI contributing to knowledge sharing, regionally and globally.

**IR 0530/A0/06/001/006 By end of 2014, young people, children, the media, local authorities, civil society organisations, children and young people are engaged in alliances for child rights.**

**Progress:** UNICEF maintained strategic partnerships with the governments, non-government institutions and the media around advocacy, social mobilization and communication for behaviour change to promote child rights and social inclusion. Seven line ministries at the state and entity levels were involved in communicating around development initiatives.

In June, UNICEF initiated the “It's About Ability” campaign aimed at changing perceptions of and attitudes toward children with disabilities. Based on a knowledge attitudes and practice (KAP) survey, and in consultation with civil society, key messages and materials were developed, and social mobilization events organized. The campaign included over 1,000 children and reached over 100,000 people through traditional and social media.

UNICEF also supported the “Prepared, Saved” campaign to raise the awareness on Disaster Risk Reduction (DRR) and child safety. The campaign was based on KAP survey findings and carefully tested with participants. Over 20,000 children and households increased their knowledge of risk prevention of risks and adequate behaviours in case of natural disasters, through workshops, school-based activities, child-friendly risk land games and booklets, and Family Guidelines on DRR. Around 4,000 social media users were exposed to a viral video, interactive Facebook page, and digital campaign materials.

UNICEF and NGO partners continued to develop children’s skills in producing "One Minute Junior" movies related to child rights. Among 105 movies, 22 were chosen and shown at a Festival in June. Three movies from BiH were then presented at the finals of the One Minute Junior festival in Amsterdam, among more than 300 contestants, and one of them won the Tommy Award.

UNICEF conducted a comprehensive KAP study on “Children Without Parental Care and Violence Against Children”. The evidence will be used in tailoring communication strategies to increase knowledge and demand for fostering and adoption and to promote responsible parenting.

**PC 2 - Integrated and Inclusive Systems for Children**

**Progress:** As parts of the efforts to remove barriers in the enabling environment, by providing high levels technical assistance and through persistent advocacy, the CO achieved significant results which included the adoption of i) a Federal ECD Strategy with inter-sectoral action plans and budget; ii) a Federal by-law on Early Childhood Interventions (ECI) and iii) a Federal Law on Juvenile Justice, as well as the inclusion of Justice for Children in the EU-led Structured Dialogue with the Government. UNICEF convening power was used to facilitate inter-sectoral coordination between the different levels of governance around ECE, ECD/ECI and J4C.
Through advocacy and by using a “matching funds” methodology, the CO managed to leverage resources for ECD and ECE. Scarcity in the data available on child protection was addressed by collecting new data on Justice for Children, violence against children and children without parental care. The “It’s About Ability” campaign addressed social norms and raised awareness on the situation of children with disabilities as well as highlighted the importance of early detection of developmental delays.

To enhance supply and demand, BiH made good progress in demonstrating and expanding models for equitable access to quality services in the areas of health, ECD, education, and justice for children. IECD services were scaled-up to 8 of 13 health centres in canton Tuzla and overall in over 10 per cent of all BiH municipalities. Access to ECE increased from 10 to 100 per cent in canton Zenica-Doboj and from 63 to 77 per cent in RS. Special emphasis was put on reaching the most vulnerable children with RS immunizing Roma children, and preschool programs targeting rural and Roma children as well as children with disabilities. Child friendly rooms were expanded to 16 police stations and two entity police academies. Partnerships with the governments and CSOs yielded encouraging results toward the transformation of residential institutions for children without parental care, including the Tuzla institution, the largest in the country.

As part of a sub-regional project on Disaster Risk Reduction, UNICEF strengthened the resilience of children, families, communities and systems and raised awareness. Municipalities of Tuzla and Bjeljina updated risk assessments with a new focus on vulnerabilities, and school-based activities resulted in increased preparedness.

In order to improve the quality of services, literacy education standards and learning outcomes were developed, training was institutionalised in areas related to education, health and child protection, and professional capacities were strengthened.

**IR 0530/A0/06/002/001 2.1.** By end of 2014, the Ministry of Health in coordination with other key ministries, support the delivery of integrated, inclusive and quality services in health, nutrition, early childhood development.

**Progress:** As part of the efforts to remove barriers in the enabling environment, building on State / Entity IECD policies, FBiH adopted an ECD Strategy with inter-sectoral action plans and budgets. In September, the FBiH also endorsed a bylaw on Early Childhood Interventions (ECI), regulating the institutionalised continued education of professionals in the health, education and social welfare sectors regarding early detection of developmental delays and intervention. The Ministry of Health along with Public Health Institutes developed guidelines for infant and young child feeding practices and launched the “Nutrition-Friendly Kindergartens” initiative to promote adequate dietary intake and prevent non-communicable diseases in young children.

In light of MTR recommendations, the Government started to scale-up IECD services include home visiting. The Tuzla model was scaled up in 8 out of 13 health centres in the canton of Tuzla and will be scaled up to other cantons in 2014. 1,786 children aged 0 to 3 benefited from 3,259 quality ECD-related home visits. Forty per cent of IECD services targeted the most disadvantaged families with young children with outreach work. Overall, 24 communities in 15 municipalities (about 10 per cent of all municipalities) are now providing IECD home visiting services to families, focusing especially on children with developmental delays and disabilities, Roma and children from rural areas.

UNICEF and WHO advocated enhanced preparedness measures to address the high risk of wild polio virus importation. Mobile teams of RS health professionals conducted catch-up immunization in 213 Roma families.

UNICEF established new partnerships with international and local NGOs (e.g. Autism Speaks and EDUS) to improve the capacity of professionals in ECI and improve the quality of services. The CO also supported the development of standards for the accreditation of Baby-Friendly Hospitals in FBiH, and a training programme for external assessors, in line with global principles of the International Society for Quality in Healthcare.

**IR 0530/A0/06/002/002** By end of 2014, BiH education authorities at all levels and schools ensure equitable access and quality education for all children and promote youth employability, based on key principles defined in education reform strategic documents.

**Progress:** Significant results were achieved in Early Childhood Education (ECE). Enrolment increased from 6 per cent in 2006 to 13 per cent in 2012 (MICS) and continued to increase in 2013. With UNICEF support and a “matching fund modality”, access to pre-school education programmes increased from 63 per cent to 77 per cent in Republika Srpska and from 11 per cent to 100 per cent in canton Zenica-Doboj. Support was also provided to 12 municipalities to increase inclusion of vulnerable children (benefiting 1,380 children, 76.5 per cent of which were from rural areas). Through a partnership with the French MoE, over 45 trainers increased their skills.

In a complex environment where education is highly politicized and segregated, BiH faced a sensitive crisis with parents from 'minority groups' claiming their children's right to 'national groups of subjects'. UNICEF advocated that it is in a child’s best interest to attend school, beyond ethnic divisions. Support to 16 divided schools resulted in the integration of peaceful conflict resolution methods into the schools’ plans, and into the interactions between children from different ethnic groups.

Inclusive education was promoted through: the establishment of 20 school teams promoting inclusion in canton Sarajevo, teacher training programmes in canton Zenica-Doboj and Brcko District; increasing the awareness of the MoEs on guidelines on inclusion; and the revision of a RS by-law on education of CwD.
The State Minister of Civil Affairs and two Entity Ministers of Education attended the Regional Ministerial Conference on Education in Istanbul showing their high level commitment to follow-up on the ‘Call for Action’.

Modules on entrepreneurial learning for primary and secondary school teachers were officially endorsed. 600 students developed 70 action learning projects and raised funds for their implementation. Entrepreneurship clubs were established in 30 primary schools.

Under a sub-regional project on Disaster Risk Reduction, UNICEF strengthened the resilience of children, families, communities and systems. In two municipalities in both Entities, school-based activities resulted in increased awareness and preparedness.

IR 0530/A0/06/002/006 By end of 2013, BiH authorities at all levels address targeted gaps in the protection systems and provide institutional resources to referral systems for the protection of children and women from violence, abuse, neglect, injuries and other risks.

Progress: In order to remove barriers in the enabling environment, UNICEF managed to include Justice for Children (J4C) in the EU-led Justice Sector Reform. The CO supported the adoption of a new Law on J4C in the FBiH and supported the implementation of existing laws/ by-laws in RS and in the district of Brcko. The knowledge of 160 professionals on J4C and data collection mechanisms was strengthened.

Nine municipalities adopted and partially implemented action plans on J4C, with a focus on alternatives and prevention mechanisms. As a result: i) daily centres focusing on prevention were opened for children at risk; ii) agreements were signed with NGOs and private companies to implement alternatives such a community work; iii) prevention programmes were adopted in two cantons; and iv) nine additional child friendly police rooms were established. The number of offenses by juveniles and/or number of juveniles committing crime considerably decreased in programme locations: by 30 per cent in Tuzla and by 16 per cent in Zenica, for example.

A new data collection system on violence against children (VAC) became functional. Inter-sectoral guidelines on the referral of VAC cases were adopted and tested in 10 municipalities. A CSO network on VAC played an important role in monitoring policies, advocating with authorities, and raising awareness in local communities. As part of a joint UN programme, over 5,000 children benefitted from armed violence prevention activities.

A federal action plan was developed and given public resources to reduce institutionalization and two cantons started to develop solid systems to transform institutions. Tuzla reduced the number of children in residential care by half and to provide family-based care instead. In RS, a rulebook on foster case was developed, and a module on fostering was included in the training curriculum of social workers.

A comprehensive assessment on children working in the street was conducted (report will be finalized early 2014).

PC 3 - Cross-Sectoral Costs

IR 0530/A0/06/003/001 3.1. Information and Communication

Progress: In 2013, information and communication efforts supported child rights advocacy, dissemination of information and raising awareness about UNICEF programmes. Important occasions included a number of high-visibility events with the participation of the National Goodwill Ambassador Edin Dzeko, Global Goodwill Ambassador Danny Glover and other celebrities. These included media events (MICS launch, MTR conference, SPI conference, marking of special days…); social media activities as well as interactive and participatory workshops.

Interactive media workshops engaged journalists, editors, civil society and policy makers in a series of debates to discuss the MICS findings, social policy gap analyses and child protection issues, including violence against children. After the workshops, participants used social media and direct communication to sustain their involvement in advocacy and public discussion about the issues raised in the discussion.

The bilingual web page (http://www.unicef.org/bih/) is regularly updated. The YouTube channel (http://www.youtube.com/user/UnicefBH), serves for sharing produced video materials and allows for precise monitoring of interest and impact of produced materials. The Facebook profiles (https://www.facebook.com/UNICEFBiH- official profile,
https://www.facebook.com/SpisConf2013 - specific page on the SPI conference and https://www.facebook.com/zasvakodijete - targeting children and youth) represent the main social media outlet, while the Twitter account (https://twitter.com/UNICEFHB) has a smaller but increasing number of followers.

The budget was mainly used to fund a) the production of various communications outlets (e.g. photo essays, video reportages, human interest stories), b) the dissemination of produced communication materials, c) logistical support for various visibility and advocacy events, d) press clipping and media monitoring services, e) translation and proofreading of communication materials as well as f) official travel costs of the Communication Officer. A number of consultants and service providers were contracted for these tasks to ensure efficient communication and to strengthen advocacy. Combined with OR funds for specific external communication activities for various programmes, the external communication objectives have been achieved.

IR 0530/A0/06/003/005 3.2. Banja Luka Sub-Office.

**Progress:** UNICEF BiH has a sub office in Banja Luka. The RS government provides office premises free of charge, while UNICEF covers 10 per cent of the utilities costs (MoU signed). While Banja Luka sub-office does not accommodate UNICEF staff on a permanent basis (as per 2012 PBR, the two posts in Banja Luka sub-office have been abolished as of 31 December 2012) it is used by UNICEF staff traveling to BL to do their daily business while in the field.

IR 0530/A0/06/003/006 3.3. Cross Sectoral Support Costs.

**Progress:** This IR contributed to efficient operation and administration of the CO. UNICEF provided human resource support through this IR mainly to help the organization contribute to the achievement of other IRs within the programme component, or across programme components in the country programme of cooperation (staff costs – posts of 2 drivers as well as cost of drivers’ travel).

Costs associated with travel of Deputy Representative were allocated to this IR and included field visits, meetings with partners, CSOs and government institutions, external workshops and regional meetings, among others. This IR also includes administrative support to programmes including administrative clerks, translation, editing and proofreading services, support for the organization of events, office meetings and other miscellaneous services contributing to the overall effective implementation of programmes.

The training component of this IR was used for an all-staff retreat (accommodation for all staff members, fee and travel expenses for facilitator). The staff retreat focused on stress management and was facilitated by a consultant recommended by RO HR – Ms. Bernadette Ramsay. The content covered how to recognise stress, the psychological and physiological effects of stress and the practical steps to manage these. It also covered topics related to self-awareness, and communication.

PCR 0530/A0/06/800 Effective and efficient programme management and operations support.

**Progress:** The major achievement under this PCR is the correct and timely processing and implementation of activities enabling a smooth functioning of the Country Office. These activities, as described for each IR here below, include human resources to support the Office, administrative / operational tasks to support office functioning and provision of supplies, services and knowledge required to perform administrative tasks.

IR 0530/A0/06/800/001 IR1: Effective and efficient Governance and Systems.

**Progress:** The Institutional Budget (IB) allotments for international professional posts and local posts were issued and have been managed centrally by DFAM as since 1 January 2013.

Funds used under the travel component were mainly used for regional meetings, advocacy events with the EU as well as for learning and knowledge exchange initiatives. The Representative attended two Regional Management Team meetings, the Social Policy and Social Inclusion network meeting in NYHQ and two advocacy events with the European Union in Brussels. The Finance Assistant attended SAP Finance training in Geneva.

Hospitality funds were used to cover costs related to the visit of the UNICEF Executive Board Bureau as well as for lunches or dinners with UNICEF Goodwill Ambassadors, the EU Delegation, the French National Committee as well as other partners which proved to be important events from a networking and visibility perspective.
**IR 0530/A0/06/800/002 IR2: Effective and Efficient management and Stewardship of Financial Resources.**

**Progress:** Funds utilized under the operating expenses component of this IR contributed to the overall achievement of CP goals through the provision of facilities to enable adequate office functioning. Those costs included renting and maintenance of office premises, utilities, maintenance of the office vehicle fleet and other administrative related costs. Funds used under the Furniture and Equipment component of this IR covered the purchase of furniture for the new premises, office supplies, IT equipment such as new laptops and desktops as well as communication equipment for office use.

**IR 0530/A0/06/800/888 HR**

**Progress:** In 2013, the Office used this IR to charge entitlements that are administered by HQs, such as home leave and MIP reimbursement for former staff members.
Effective Governance Structure

Governance structures with UNICEF are in place and functioned regularly in accordance with updated Terms of Reference. In a culture of participation and consultation, the Office ensured that objectives and priorities were defined and discussed through joint office planning and monitoring processes. An AMP workshop was held to define key annual programme and management priorities and mid-year and annual reviews were organised to monitor progress, identify bottlenecks and discuss and agree on necessary adjustments. Weekly Heads of Section meetings as well as monthly All Staff meetings and bi-monthly Programme Coordination meetings were held to share information, coordinate, discuss and agree on programme and operations related priorities, strategies and other topics.

The Country Management Team (CMT) met regularly and the meetings served as the main forum to monitor and discuss operations and programme management performance. The CMT reviewed VISION reports including key indicators (e.g. utilization rates, management of grants and donor reporting), planned programme preparation and monitoring steps and discussed human resources, communication and staff association related issues. In 2013, the CMT particularly focused on CCA/UNDAF/ CPD preparation processes, the high-level visit of the Bureau of the Executive Board, key programme events (e.g. MICS launch, MTR final event), the move to UN Premises and effectiveness and efficiency (E&E), among other issues.

E&E task forces were established to review and adjust the Office’s processes for contracts (individual and institutional), DCTs/PCAs and procurement. The objective was to remove unnecessary processing steps while ensuring that important control points were observed. Participatory revision of all workflows ensured full ownership by all staff before approval by the CMT.

As a follow-up to the 2012 MTR and PBR, the Office submitted additional minor, but important, adjustments to the 2013 PBR (change of title and change in the reporting line). The IB for the 2014-2017 period was also submitted and approved.

In line with the Standard Operating Procedures (SoP) and as part of the CCA/UNDAF preparation process, the UN Country Team (UNCT) explored the extent to which the Delivering as One (DaO) approach could be applied in BiH taking into account the complex and fragmented governance structure of the country and the lessons learned from other DaO experiences in other . The “One Programme” element of the SoP is guiding the preparation of the United Nations Development Assistance Framework (UNDAF) for 2015-2019.

The new UNDAF, which is being developed at the outcome level through a highly participatory process, is intended to become the official document signed by the UN and the Government replacing the Country Programme Action Plan - CPAP or UN Action Plan, and herewith significantly simplifying planning processes. Using the recent move to joint UN premises, the UNCT agreed to be a UNDG-pilot for the development of a Business Operations Strategy (BOS) in order to improve cost efficiency and quality of operations in support of the new UNDAF.

The Office also promoted environmental awareness through systematic double-side printing, regular recycling of paper, participation in public environmental actions, car-pooling etc.

Strategic Risk Management

In line with the updated HQ Guidelines on Enterprise Risk Management (ERM) of February 2013, the Office continued to regularly identify and assess risks, and determine the most appropriate responses. The Office had ERM discussions during the 2013 AMP workshop, mid-year and annual reviews.

Using the new classification of risks, the Office identified six risks. In the ‘Institutional’ category, “funding and external stakeholder relations” was identified as a high-level risk due to shrinking funding options for BiH, and “governance and accountability / UN coherence” remained a high-level risk as part of the progressive transition to Delivering as One. In the ‘Programmatic and Operational’ category, “results-based management and reporting” was identified as a high-level risk due to the fragile country environment and deteriorating
political situation, and “budget and cash management” was identified as a high-level risk because of HACT. In the ‘Contextual’ category, a new high level risk related to “safety and security” was identified, due to the unstable political situation in the country. In addition, the risk related to ‘natural disasters and epidemics’ was identified as very high because of the risk of wild poliovirus importation, particularly in light of the Syria crisis.

A comprehensive UN inter-agency contingency plan was in place and staff members were regularly reminded of their roles in the Emergency Preparedness and Response (EPR). A Disaster Risk Reduction (DRR) programme was implemented in 2013 as part of a sub-regional initiative funded by the USAID’s Office For Disaster Assistance (OFDA). The programme involved the MoS and Civil Protection Units, and focused on two municipalities in both entities. It included a strong communication component with a campaign to raise awareness on DRR and child safety. The programme was also an opportunity to further strengthen in-house staff capacities.

After the move to joint UN premises, the United Nations Department of Safety and Security (UNDSS) organised a retreat for agency security focal points in order to prepare and discuss a UN Mass Casualties Plan and review the Security Risk Assessment for BiH. Both the Plan and the Assessment were developed, adopted by all agencies and shared with all staff. The Office also contributed to the preparation of the UN House Fire Safety and Security Plan, which was officially adopted by the agencies in October 2013. The first fire drill was successfully performed the same month.

The security warden list was regularly updated and shared with all staff and with UNDSS. All new staff, UNV, contractors, volunteers received a security briefing immediately upon starting their assignment. The Operations Manager systematically checked the knowledge and understanding of all staff and contractors regarding the security warden system and security in general. The security warden system was tested successfully in December 2013.

The Business Continuity Plan is up-to-date and a testing scenario is being drafted and will be implemented in early 2014.

**Evaluation**

Under the leadership of the Monitoring and Evaluation (M&E) Specialist, the CO maintains an up-to-date IMEP to strategically plan and monitor M&E activities. The 2013-2014 IMEP was prepared in consultation with the RO and is closely linked to CP and regional priorities as part of the Regional Knowledge and Leadership Agenda (RKLA). From nine planned evaluations/studies/researches, six were completed, two are being finalised in the first quarter of 2014 and only one (involving other COs) was postponed until 2014.

The CO received two GEROS highly satisfactory ratings for the “Social Protection and Inclusion” and “Cultural Understanding” evaluations undertaken in 2012. In 2013, the Office conducted two major final evaluations of the MDG-F “Youth Employment Retention and Democratic Economic Governance” programmes. Both evaluations confirmed relevance, effectiveness, efficiency, sustainability and impact of these interventions. While both programmes were coming to an end, their evaluations were instrumental in fine-tuning UNICEF’s position on employability, informing the new UNDAF to ensure it contemplates employability and developing a UNDP – UNICEF joint approach on local development for equitable service provision.

As part of strategic studies, the CO did a comprehensive gap analysis on social protection and inclusion. The analysis, which involved key government partners from all relevant sectors and levels of government, was validated at a high-level conference (with seven ministers) and was very well received by all players. It was referred to by the EU as one of the most useful recent reports. This analysis served as the foundation for the development of Entity (as well as for District Brcko) Social Protection and Inclusion Roadmaps/Strategic Directions which include a set of common goals and social indicators to measure key social problems facing BiH.

The CO undertook a KAP study on “Children without Parental Care” which will inform a communication strategy aimed at raising awareness of the risks of institutionalisation and promoting foster care with decision
makers, social workers and potential foster families.

The CO also initiated a "Child Begging Study" in order to better understand the causes underlying children living/working on the street, identify the bottlenecks which hinder the system from addressing this issue as well as assess the general public attitude towards child begging. The study will influence future programming.

In addition, the CO provided in-depth technical inputs to the Common Country Assessment (CCA) which was prepared as a foundation document for the UNDAF and prepared a comprehensive rights-based Situation Analysis of Children's and Women's Rights in BiH, which will be used as key input for the design of the 2015-2019 CPD.

The CO also conducted additional analyses of MICS4 data using cross-indices such as wealth, education, gender and geographical location. While a rural – urban study unexpectedly did not show significant equity gaps, the analysis of indicators disaggregated by geographical location highlighted important equity gaps at the cantonal/regional level which will contribute to future strategies.

**Effective Use of Information and Communication Technology**

The continued availability of Information and Communication Technology (ICT) resources and high-quality ICT Services was ensured through effective technical maintenance and prompt help-desk support, in accordance with Information Technology System and Services (ITSS) objectives and standards.

ICT played an important role in ensuring a smooth move to UN joint premises at the beginning of 2013. During the preparation phase before the move, a shared network infrastructure was installed in the new building along with new PABX (IP bases) and a server room with secure access, fire proof system and automated power supply connected to power generator. The move was well planned and staff well informed so that it was extremely efficient minimizing the service downtime to less than 12 hours on a weekend day. As part of the global virtualisation of the IT systems project, new UNICEF global archiving and disaster recovery services for virtual environments standards were introduced. Implementation of VEEAM Backup and Replication (VEEAM 6.5.5) for Windows Server 2008R2 Hyper-V host in CO is ongoing and will be completed in the first quarter of 2014.

Cisco IPSec VPN was phased out and replaced by Cisco AnyConnect, the new UNICEF standard. The Office successfully migrated to Cisco AnyConnect in a timely manner. The general release of DHCP (Dynamic Host Configuration Protocol) and Private IP address deployment (Class "A" Private IP addresses (10.x) along with NAP (Network Access Protection) was implemented successfully using the new Windows Server 2008 R2 (BHGADHCP01).

The Office was selected to participate in a global ITSS pilot project for the migration to Symantec Endpoint Protection 12.1 RU3. During the migration, all clients and servers were successfully upgraded. Testing and implementation of the project resulted in participating offices giving valuable technical information and recommendations which improved the installation process and led to the issuance of clear guidelines prior to the general release to all UNICEF offices.

In 2013, the Office prepared end-user training to raise awareness and understanding of new ICT technology and on how it can optimize work effectiveness and efficiency. New tools for internal/external online communication and knowledge sharing were presented to all staff to ensure full understanding of how secure and reliable remote access work through Cisco AnyConnect client, from regular computers as well as from a whole range of smartphones and mobile devices.

As part of the Business Operating Strategy (BOS) initiative, ICT user support was optimized allowing ICT to support other UN agencies and in particular UNDP and to receive support whenever needed and in particular during IT staff leave. ICT support was also provided to our consultants located in the UNDP Mostar and Srebrenica project offices, mainly using Cisco VPN client for office remote access enhanced with TOKEN (+password) security.
Obsolete, but still usable equipment was donated to implementing partner(s) and unusable/broken equipment was safely (also from an environmental standpoint) destroyed and disposed of following LPSB deliberation.

**Fund-raising and Donor Relations**

In recent years, the strategy of the CO has been to diversify partnerships in order to amplify funding sources in a context of shrinking resources.

This strategy has been successful as one year before the end of the CP, the CO has already mobilized 85 per cent of the OR ceiling, even though the ceiling was raised in 2012 by US $9 million. The CO already secured US $8.8 million OR for 2014 and beyond, giving the Office a reasonable source of income to rely on.

In total, US $6.5 million has been allocated for the CP. In 2013, US $5.4 million was spent with US $1.1 million remaining for 2014. Thematic funds represented the largest source of funding accounting for US$1.6 million of the total expenditure. This support was instrumental especially in the areas of education, child protection and social policy.

As part of a new two-year partnership which started in 2013, Dubai Cares supported Early Childhood Education with US $600,000, and will provide another US $1.1 million in 2014. As close partners, SIDA and SDC funded most of the Child Protection component with US $370,000 spent in 2013. A new comprehensive and larger partnership was already established with both partners valued at US $ 4million for the period 2014 – 2017 guaranteeing a good funding basis for the strategic Justice for Children component.

As one of the most strategic partners, the EU supports the social protection programme and agreed to fund a fourth phase of the programme for US $720,000. The challenge will be to find new modes of funding in a context of EU support reductions until pre-accession conditions are met.

As part of the UNCT, the CO was particularly successful in setting up new UN programmes which strategically contribute to the CP. Two new programmes already started: one supported by the UN Human Security Trust Fund and another by the Dutch Government. Negotiations for two additional joint programmes are well advanced: one with the Peace Building Fund around reconciliation and intercultural education and one with the EU to expand the social protection and inclusion approach to vulnerable areas with returnees and Internally Displaces Persons (IDPs) (part of Annex VII to Dayton agreement).

The CO established a new partnership with USAID for US $150,000 and obtained set-aside funds for South-South cooperation to fund the cross-cutting children with disabilities priority area. Activities in the area of DRR were supported through a RO-led partnership with USAID/OFDA and will continue with set-aside funds.

The CMT regularly monitored use of funds, expenditure and disbursement, funding situation as well as donor reports. The Fundraising Committee met twice in 2013 to strategically review the funding situation and discuss and agree on fundraising strategies. Donor reports were prepared by Programme staff and reviewed by the Deputy Representative. All fifteen donor reports were submitted on time, all grants were fully utilized before they expired.

**Management of Financial and Other Assets**

The Office has clear mechanisms and accountabilities in place to ensure adequate and timely management of contributions, budget controls, financial procedures, bank reconciliations and accounting and liquidations of cash assistance.

The CMT regularly reviewed monthly reports and discussed and agreed on any corrective measures related to: outstanding DCTs, donor reporting, utilization of grants, overall expenditure on OR, RR and IB, status of premises etc. In 2013, special attention was required on outstanding DCTs as the complex political situation slowed down the certification of the expenditures process with some government partners jeopardizing timely
liquidation. Steps were taken to respond to this specific situation and maintain the level of outstanding DCTs over 9 months below 3 per cent. All grants were utilized before they expired and RR were fully spent before year-end.

Financial closures and bank reconciliations of local accounts were completed in a timely and accurate manner. All transactions were checked and cleared on a daily basis, which enabled the Office to have a clear record of any unreconciled items at any time. This good practice was recognized by the last audit (in 2010) when the CO was rated as satisfactory in all areas, including operations.

HACT has been applied by the CO since 2008. As a response to the key points raised in the October 2012 Memo by the Deputy Executive Director on HACT, the CO developed a comprehensive HACT assurance plan with a careful analysis of all implementing partners. As part of this plan, the CO intensified assurance activities through spot checks which were performed jointly by programme and operations staff (as recommended by OIA). In total, 24 spot checks were performed in 2013 (six of government partners and eighteen of NGOs). These were followed by close monitoring and training, when required, to address identified weaknesses. In addition to spot checks, the CO introduced the practice of reviewing bidding documentation together with implementing partners whenever DCTs included a supply component.

In 2013 the CO also organized two all-day HACT training sessions for 50 professionals from government and non-government counterparts, and one refresher training session for staff. All new partners underwent training before receiving any financial support.

At the beginning of 2013, the IB for the period 2014-2017 was submitted for approval as a part of PBR approval process and was approved.

**Supply Management**

In 2013, the supply component amounted to US $502,000 representing less than 10 per cent of total implementation. However, the strategic use of supplies was significant in supporting the achievement of key programme results especially in the areas of Disaster Risk Reduction, Early Childhood Development, Early Childhood Education, and Justice for Children and through the dissemination of studies, evaluations and other information for advocacy purposes.

The supplies procured consisted mainly of furniture, equipment and printed materials. They were used to equip five health centres providing ECD services with furniture and didactic materials. Furniture was also purchased to equip preschools as part of the ECE programme supported by Dubai Cares, a non-government organization. Equipment and other supplies were also procured to equip child friendly rooms in police stations (child friendly furniture, surveillance equipment, didactic materials, technical materials, etc.) as part of the Justice for Children initiative.

The supply of printed materials was key for advocacy and communication activities especially around MICS, Disaster Risk Reduction and the “It’s About Ability” campaign. All supplies were procured on the local market, with proven records of good quality products and services respecting the principle of obtaining the best value for money and contributing to the local economy.

The Supply Volume Plan was completed in early 2013 and was regularly reviewed and amended throughout the year to ensure proper monitoring of implementation. Monitoring of supplies, including status reports of the Supply Volume plan, was performed regularly, as part of the monthly CMT review.

Supply activities included a physical inventory of operations and programme supplies, completed in the last quarter of 2013, as part of year-end closure activities. The HACT training that was organized twice in 2013 for implementing partners included a topic on procurement in order to ensure partners are fully aware of the rules and procedures for small scale procurement. Regular monitoring and day-to-day support was provided to implementing partners.
Overview of supply component in US$

<table>
<thead>
<tr>
<th>Programme Supplies</th>
<th>Consumables</th>
<th>Assets</th>
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<td>390,000</td>
<td>64,000</td>
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**Human Resources**

After the 2012 MTR and PBR process, the CO structure is well aligned with the priority areas that were identified for the coming years. Only minor adjustments had to be submitted and approved by the PBR. In order to respond to specific needs especially for new programmes, the CO conducted fifteen selection processes for hiring consultants, contractors and one United Nations Volunteer (UNV). Processes related to joint UN programmes were organized with the participation of other UN Agencies.

The CO pays special attention to regularly train staff members so that they can respond to the needs of the programme. In 2013, eight staff members (SM) participated in fifteen specialized training sessions. Additionally, staff were encouraged to participate in relevant webinar training. In response to a request made by general service (GS) staff, who have less training opportunities, the Office organised training on Competence Based Interviews (CBI) and Management Performance for Results (MP4R) in January. All staff members participated in a revision and simplification of work processes exercise. Staff members were kept abreast of Emergency Preparedness and Response planning.

The CO regularly informs staff on new HR guidelines. In 2013, special attention was paid to briefing staff on the new guidelines for hiring consultants and contractors and on coordinating with RO Human Resources for any clarification. The CO took advantage of the presence of the Regional Chief of Human resources and the HQ Chief of the Change Management Unit at the Annual Regional Operations Managers meeting which took place in Sarajevo to organize a meeting with all staff to discuss global organizational changes and, in particular, the Global Shared Service Center. Staff very much appreciated the opportunity to discuss these important issues.

The CO continued to encourage the use of learning days and three SMs made use of this opportunity. Some staff used flexi-time but working from home remains sporadic.

As agreed with the Local Staff Association (LSA) and as part of JCC discussions, the CO took advantage of the AMP workshop to organize a two-day staff retreat. In light of the fact that the CO had gone through a stressful period which involved a move to new premises and staff reductions, the focus of the staff retreat was on stress management to enhance staff wellbeing and a work-life balance.

Management and the LSA work very closely on all human resources matters and meet regularly, both formally and informally. Two JCC meetings were held in 2013 to discuss important topics such as PBR submissions, E&E and its consequences on staff, Delivery as One, move to the new premises and staff morale. Minutes were shared with the RO and implementation of action points was monitored by LSA and management. The LSA was closely involved in the design of the office space in the new UN premises to ensure convenience for staff and facilitate communication within and between sections.

PAS and e-PAS plans and reviews were completed on time. Quality discussions were held between all supervisees and their supervisors to review results, discuss progress and agree on actions and plans to address any potential competency gaps.

**Efficiency Gains and Cost Savings**

Most efficiency gains this year resulted from the well negotiated relocation of UNICEF together with most other UN Agencies to a UN House. The option of moving to joint UN premises was carefully reviewed and analysed by the Representative with support from Operations in consultations with the Regional Office and
Headquarters.

The pre-conditions for UNICEF moving to joint premises included obtaining quality office space and working conditions at no extra cost and possibly achieving some level of financial savings. The CO also carefully assessed the pros and cons of the move would have on UNICEF’s visibility and brand. After careful analysis of all cost categories and in-depth negotiations with other UN Agencies, the CO assessed that the relocation would represent a savings of around 6 per cent for a brand new, more energy efficient and more professional-looking building. Partners also appreciated the practicality of having all UN Agencies in a single location and the visible effort towards Delivery as One. All staff members are very satisfied with the better working conditions and more convenient location of the Office.

Having a fully equipped conference room available for workshops, conferences, meetings, media initiatives and other events increased efficiency and savings (an estimated US $3,000 since March 2013) that would otherwise have been spent on renting premises for these events. Additional savings are difficult to quantify but included substantial reductions in transport costs to meet with other UN Agencies and to visit governmental officials - who are now located walking distance from the Office.

Other efficiency gains resulted from efforts made by all agencies to take advantage of being located in one office. UNICEF and UNDP, for example, agreed on shared IT back-up support instead of renting outside commercial and less efficient IT support (saving estimated to at least US $1,300 in 2013). UN Agencies are using the Business Operations Strategy to exploring other opportunities for savings, including, for example, carpooling.

The new premises are still commercial and negotiations with the Government are underway under the leadership of the Resident Coordinator to obtain an agreement that the Government will cover the rental costs of UN House. Free-of-charge premises would of course represent more substantial savings for UNICEF and the other UN Agencies but in the context of the current political and economic crisis, chances of success remain limited.

Lower subscription fees and shared land lines also resulted in a reduction in telephone expenditures (US $2,800 savings in comparison to 2012). Installation of IP based PABX and the use of VoIP and Skype resulted in savings on international calls.

Changes in AMP & CPMP

The year 2014 will be the last year of the current UNDAF and Country Programme cycle. Changes and adjustments have been made this year to address conclusions and recommendations resulting from last year’s MTR. We therefore do not expect any major changes in the 2014 AMP.

Summary Notes and Acronyms

AROPE At Risk of Poverty or Social Exclusion
BD Brcko District
BL Banja Luka
BOS Business Operations Strategy
C4D Communication for Development
CCA Common Country Assessment
CDS Country Development Strategy
CEDAW Convention to Eliminate All Forms of Discrimination against Women
CMT Country Management Team
CoE Council of Europe
CPAP Country Programme Action Plan
CRC Convention on the Rights of the Child
DCT Direct Cash Transfer
DEG Democratic Economic Governance of Water Access
USAID United States Agency for International Development  
VaC Violence against Children  
WB World Bank WHO World Health Organization

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Document Centre

**Evaluation**

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